

NIH Roadmap for Workforce Planning

Activity	NIH Roles for WFP		
1. Set the Strategic Direction	SPD	CSD Operations Branch	Suggested for IC Management
Ensure that HR implications are considered in strategic planning	<ul style="list-style-type: none"> - Consult with CSD Operations Branch Chiefs on advising IC management about HR implications of strategic plans 	<ul style="list-style-type: none"> - Collaborate with IC Management in developing strategic plans to encourage ICs to consider HR implications 	<ul style="list-style-type: none"> - Write IC-specific strategic plans that consider HR implications derived from NIH and department information (e.g., NIH and DHHS strategic plans, GPRA goals and objectives)
Position WFP partners	<ul style="list-style-type: none"> - Meet with NIH Deputy Director for Management and other senior NIH staff on trans-NIH Workforce Planning issues - Assist CSD staff with developing WFP skills - Maintain portal-based WFP guidance and toolbox of WFP strategies. Include information on addressing skill gaps, recruitment and relocation bonuses, creative compensation packages, including retention allowances, expanded outreach efforts, work life programs, re-training, training programs and opportunities, etc. - Create Portal-based model WF plan that can be tailored to IC-specific needs 	<ul style="list-style-type: none"> - Establish and develop contacts within IC that work on Workforce Planning - Invite SPD WFP team member to WFP meetings with IC management team - Collaborate with IC staff in setting WFP goals and assigning WFP responsibilities 	<ul style="list-style-type: none"> - Maintain current strategic plan on NIH Portal - Organize team of WFP-involved parties from HR, budget, program management, etc. - Set overall goals, objectives, and responsibilities for WFP - Invite OHR staff to strategic planning meetings to discuss HR implications - Set timeframes and goals for completing parts of the action plan
Communicate workforce planning initiative	<ul style="list-style-type: none"> - Draft a model WFP PowerPoint presentation and talking points for CSD delivery to management teams - Maintain Workforce Planning site on NIH Portal - Publicize SPD efforts to support Workforce Planning initiative at NIH 	<ul style="list-style-type: none"> - Deliver PowerPoint presentation on WFP to IC management - Ensure that internal staff members understand their WFP responsibilities 	<ul style="list-style-type: none"> - Communicate OPDIV and IC-specific strategic direction to general workforce

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2. Collect Information and Data to Analyze the Workforce	SPD	CSD Operations Branch	Suggested for IC Management
<p>Identify and solicit data and information needs that will facilitate development of a plan that will satisfy WFP objectives</p>	<ul style="list-style-type: none"> - Provide quarterly profiles and other data and information to CSD Operations Branches on IC workforce - Collect information on NIH level consolidations, A-76 matters, and other administrative issues that impact on the NIH workforce planning - Provide tools on the NIH Portal to perform skill gap analyses 	<ul style="list-style-type: none"> - Solicit and locate information that describes workforce composition and demographics, turnover, competencies, etc. and other information - Solicit and locate information to project the composition and demographics of the applicant pool - Provide IC with information on projected workforce and applicant pool - Assist IC staff with identifying needed competencies and gap analysis (i.e., differences between current workforce and the workforce needed for the future) - Collect information on consolidations, A-76 studies, and other administrative issues that impact on NIH workforce planning. Share it with SPD staff 	<ul style="list-style-type: none"> - Identify needed competencies for workforce of the future - Perform gap analyses using supplied tools - Identify the desired WFP outcomes

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3. Develop an Action Plan	SPD	CSD Operations Branch	Suggested for IC Management
<p>Identify the components the WF plan must contain, including the skill gaps to be addressed and the communication plan to be used</p>	<ul style="list-style-type: none"> - Advise CSD on WFP strategies that can be expected to address skill gaps and yield the desired applicant pool - Create model communication plan that IC managers can use across ICs and provide related advice 	<ul style="list-style-type: none"> - Recommend WFP strategies to IC management that are expected to retain key staff, address skill gaps and yield the appropriate applicant supply - Recommend plan to eliminate excess skills - Recommend strategies for managing any negative impact that plan will have on current workforce, e.g., determine qualifications and feasibility of proposed placements - Participate in writing WFP action plan using Model - Work with IC management in identifying employees who need to trained, developing individual development plans, and designing new developmental programs 	<ul style="list-style-type: none"> - Identify the restrictions and constraints having impact on workforce management - Determine whether current workforce can fill future needs - Identify staff members that do not possess the competencies needed in the projected organization - Decide on the action needed to address excess workers or excess skills, e.g., identify workers that can be retrained to meet future needs - Identify recruitment needs - Select WFP strategies that are expected to yield the desired outcomes while still operating within constraints and restrictions - Invite CSD representatives to collaborate on writing action plan - Identify what if any negative impact the plan will have on the current workforce - Develop any revisions needed to organizational design - Secure necessary approvals for recommended action plan, including communication plan

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4. Implement the Action Plan	SPD	CSD Operations Branch	Suggested for IC Management
Communicate plan		<ul style="list-style-type: none"> - Address questions and concerns regarding HR practices used to implement action plan - Inform employees on any affect the plan will have on them as individuals 	<ul style="list-style-type: none"> - Communicate action plan to the general workforce
Implement any revisions required to organizational design		<ul style="list-style-type: none"> - Prepare any personnel actions required to assign employees to new organizational entities 	<ul style="list-style-type: none"> - Issue directives establishing new organizational design, if any - Reassign work and request changes to positions and assigned organizational entities, as needed
Take required personnel actions and make necessary placements		<ul style="list-style-type: none"> - Work with IC management on recruiting to fill skill gaps, e.g., ensure that rating and ranking mechanisms are consistent with the WFP - Work with IC management to develop the required individual development plans, on designing new developmental programs, etc. 	<ul style="list-style-type: none"> - Provide subject-matter expertise to CSD on KSAs that qualified applicants need and mechanisms used to rate applicants - Select employees that are expected to “fit” well in the projected organization
Monitor and report on plan	<ul style="list-style-type: none"> - Identify whether changes in related data and trends are those anticipated and desired, and report exceptions to the CSD WFP team member for reporting 	<ul style="list-style-type: none"> - Inform WFP team leader, and appropriate manager, about complications with implementing plan, any plan provisions that need to be revised, etc. 	<ul style="list-style-type: none"> - Develop and maintain data and information on implementation costs, and plan outcomes and affects - Communicate with top management regarding progress against action plan

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5. Evaluate Outcomes and Revise Processes	SPD	CSD Operations Branch	Suggested for IC Management
Determine which, if any, WF plan provisions need revision or elimination, and also whether new provisions are needed	<ul style="list-style-type: none"> - Determine whether staff possess the required knowledge of “best practices” in HR management in order to advise CSD and management effectively - Modify guidance on NIH Portal to better satisfy CSD and management’s needs - Assess effectiveness of Workforce Planning model 	<ul style="list-style-type: none"> - Evaluate HR action plan in relation to the WFP and judge its effectiveness - Make adjustments to HR action plan based on new or changed workforce and organizational issues 	<ul style="list-style-type: none"> - Determine whether there are new instructions, etc. that indicate a need to revise the plan - Compare realized plan outcomes against projected plan outcomes and determine whether plan should be revised - Collaborate with CSD Operations Branch Chiefs to make changes to action plan to better accomplish strategic and other goals and objectives